PROGRAMA DE SOCIEDAD CIVIL DE USAID
Implementado por
Creative Associates International, Inc.

ACTION PLAN
2003

Prepared by

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For

United States Agency for International Development (USAID)

Guatemala

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ACTION PLAN 2003

I.   Introduction

The new USAID/Civil Society Program (USAID/CSP) was awarded to CREATIVE ASSOCIATES INTERNATIONAL, INC. (CAII) on August 24, 2001. Program activities started on September 10, 2001. The Program supports the achievement of USAID's Strategic Objective (SO) No. 1, "More Inclusive and Responsive Democracy." The overall expected result of the Program coincides with USAID's Intermediate Result (IR) No. 2 under SO 1: "Broader, more effective civil society participation in the policy process and oversight of public institutions."

This three-year USAID/Civil Society Program seeks to achieve substantive results by policy reform efforts and oversight of public institutions, improve technical and organizational skills of selected CSOs, and develop and consolidate links among CSOs working at the national, departmental, and local level.   USAID/CSP supports four programmatic areas: Transparency/Anti-Corruption, Public Security, Ethnic Discrimination and Congressional Strengthening.

This Action Plan describes CAII's implementation approach for USAID/CSP in 2003.

A. Work Completed in 2001-2002

- **A Comprehensive Proposal Evaluation Process:** USAID/CSP conducted an intensive and comprehensive proposal evaluation process to ensure appropriate qualifications of CSOs' proposals, and that the quality of the proposed activities and strategies was in accordance with CSP's expected results. The evaluation process concluded in March 2002;
- **Developing Conditions for Effectiveness:** A three-month period to focus on developing conditions for effectiveness was initiated in April 2002, once awards were given to the eight winning coalitions selected to achieve CSP's results. This training phase lasted until mid-July after all coalitions were trained in gender and pluriculturality; media, civic education and mobilization campaigns; and developed adequate operational and monitoring and evaluation plans. The work performed during this time has proven to be key in the project implementation process that started in July 2002;
- **Accompanying CSOs:** Since the projects were awarded, USAID/CSP has been supporting the CSOs with training as well as technical assistance to design their projects and analyze issues.   Since August 2002, USAID/CSP has been holding monthly meetings with the eight coalitions to monitor the progress of the approved projects, identify potential obstacles, define technical assistance and training needs, and adjust strategies. These meetings have been key to identifying potential problems, correcting them and being informed on project progress. Also, USAID/CSP has been attending CSO activities as a complement to the monitoring process;

- **Providing Technical Assistance and Training (TA&T):** USAID/CSP has provided additional TA&T as considered necessary to strengthen the capacity of CSOs in achieving results. Training has focus on gender and pluriculturality, use of Microsoft Excel, and strategic attendance and participation at international conferences.

II.   Overall Objective of USAID/CSP

As stated earlier, USAID/CSP responds to USAID's Intermediate Result (IR) No. 2 under Strategic Objective 1: **"Broader, more effective civil society participation in the policy process and oversight of public institutions."** Under this IR, USAID/CSP pursues three Intermediate Sub-Results:

- ISR 1.2.1: Substantive results achieved by policy reform efforts and oversight of public institutions
- ISR 1.2.2: Select CSOs' organizational and technical skills improved
- ISR 1.2.3: Links among CSOs working at the national, departmental, and local levels developed and consolidated.

A. ISR 1.2.1 Substantive results achieved by policy reform efforts and oversight of public institutions

During the last quarter of 2001, USAID/CSP and USAID/Guatemala paid strict attention to defining USAID/CSP's expected Lower-Level Results (LLRs). These LLRs were the focus of the RFAs presented to CSOs on November 29, 2001. All eight projects addressed these LLRs in the submitted proposals and USAID/CSP provides ongoing support to CSOs to assist them in meeting their targets. The LLRs developed are presented below by project name and programmatic area:

1. Combating Ethnic Discrimination

"Pluricultural Society" implemented by UTZIL (FRMT, Centro Maya SAQ'BE):

LLR 1.2.1.1 Citizens in selected geographic areas expand their understanding of the identity, "cosmovisión," and values of indigenous populations.

UTZIL will publish a study on the Maya identity, actors' perceptions and different scenarios. It will produce and validate five modules to train interculturality mediators. It will conclude the training for mediators in the selected areas and initiate the "replicas" with the population also in the selected areas.

LLR 1.2.1.2 CSOs conduct activities to fight discrimination against indigenous populations.

The interculturality networks will implement activities against discrimination as described in their operational plans. A strategy to publicly denounce cases of ethnic discrimination will be designed and implemented. UTZIL will promote interculturality festivals in Guatemala City and will audit municipal and national plans in relation to ethnic discrimination, promoting debate and public opinion around the plans.

LLR 1.2.1.3 The nature of discrimination is made evident in selected areas.

UTZIL will publish the study on "Discrimination Issues in Selected Areas." UTZIL will implement activities to visualize the issue of discrimination in the selected areas through educational activities. It will promote the second year socio-cultural festivals against discrimination in the Joyabaj and Chimaltenango fairs. It will continue promoting Kids Theater and puppet shows in schools, and debates and analyses of the issue through radio programs. UTZIL will also conduct awareness campaigns in the selected areas, follow up discrimination cases and consolidate the electronic publications around the issue of discrimination.

"Pluricultural State" implemented by PAQ'UCH (Defensoría Maya, KAJI'E and ASIES):

LLR 1.2.1.4 At a minimum, introduction of two public policies that address the pluricultural vision of the country and/or make evident discrimination against the indigenous populations.

In relation to the judicial reform, PAQ'UCH will conclude the consultation process initiated at the municipal, departmental, and national levels (in the areas of operation) to understand the opinion of sectors affected by the current legislation. It will end the historic study currently being conducted to provide the framework for their judicial reform proposal. It will disseminate the results of the consultation process, and elaborate the reform proposal. PAQ'UCH will disseminate the judicial reform proposal among key stakeholders, and will lobby with members of the Judicial, Legislative and Executive Branches. Also, it will promote the creation of mobilization committees and will conduct a National Forum on the proposed reform. Finally, it will pursue all efforts to negotiate the reform.

In relation to strengthening the capacity of indigenous representatives in the creation of the Development Councils, PAQ'UCH will conclude the local, municipal, and departmental assemblies to select the ideal candidates to participate in the Development Councils. It will develop a media campaign to inform the citizens about the issues. Later, it will accompany the functioning of the development councils and will provide technical assistance as needed.

LLR 1.2.1.5 An ongoing public program or project that mobilizes participation of the indigenous populations and addresses the fight against ethnic discrimination.

Since the Commission Against Racism and Discrimination has recently been established, PAQ'UCH will now focus on providing technical support to the commission members and on monitoring the actions of the members to ensure smooth and efficient internal operations. Finally, it will mobilize citizens to support the commission's positions, as appropriate.

LLR 1.2.1.6 An institutionalized body of citizens who advocate in favor of public policies and/or institutions that address issues related to discrimination.

In relation to this result, PAQ'UCH will finalize its process of consultation to citizens and CSOs on the creation of the *Ente de Consulta*. It will finalize negotiations to create the *Ente*, and will define its functions. It will inform the population about the *Ente* using the local media, and public fora. PAQ'UCH will focus on negotiating and monitoring the new national budget and other public policies, make public statements and recommendations on cases of discrimination, and conduct the first National Congress of the Mayan Peoples.

2. Public Security

"Strengthening Public Security" implemented by IMASP (FADS, ICCPG and Madres Angustiadas):

LLR 1.2.1.7 Civil society organizations will institutionalize a mechanism to monitor the National Civil Police (PNC).

To achieve this result, IMASP will design the infractions monitoring system to be implemented by civil society organizations. Also, it will provide training to interested CSOs on the use of instruments and procedures to monitor the PNC. IMASP will publish the monitoring results via the local media and a bi-annual magazine. Finally, it will focus on strengthening coordination with the PNC to have access to the institution's internal disciplinary body.

LLR 1.2.1.8 Actions that favor the "professionalization" of the National Civil Police, and that ensure improvement of internal control systems has begun.

IMASP will continue the negotiation process to reform the PNC's Internal Disciplinary Rules in order to approve new and improved regulations. It will finalize the assessment of the Academic Council of the PNC Academy in accordance with established rules. Finally, it will conduct civic education campaigns on the need and importance of improving PNC's professionalization and internal control systems.

"Crime Prevention" implemented by APREDE (ICCPG, CALDH, FADS and AMPEGUA) and CEJUPREDE (FUNDAJU-SODEJU, GESA and ANJG):

LLR 1.2.1.9 Programs and campaigns to prevent delinquency in selected areas (at least one urban and one rural) are implemented in coordination with the related authorities.

APREDE's focus in relation to this result will be on consolidating the Crime Prevention Councils and the *Mesas de Concertación* in select areas as the long-term mechanisms to reduce the levels of violence between the gangs and the PNC and to achieve concrete agreements. Finally, APREDE will continue supporting cultural and sports events with gangs and the development of the Human Development School. Also, it will focus on training representatives of the Crime Prevention Local Committees to measure delinquency levels through the victimization survey every six months.

CEJUPREDE, on the other hand, will focus on expanding crime prevention activities in Nebaj and in El Amparo with the purpose of influencing larger sectors than the previously defined youth groups. Also, it will focus on strengthening coordination with the PNC.

LLR 1.2.1.10 Delinquency is reduced in selected areas and police respond effectively to citizens' security needs in selected areas.

APREDE will continue supporting cultural and sports activities with gangs, and developing the Human Development School. Also, it will maintain a civic education campaign through the media, local fora, and training to sensitize the population in the selected areas on the issue of delinquency and its link to gangs. Also, APREDE will promote fora and dialogues with individuals running for public offices in the selected areas to encourage them to include crime prevention proposals in their work plans. Finally, APREDE will strengthen the levels of coordination with the Ministry of Governance and the PNC through the signing of a cooperative agreement.

CJUPREDE, on the other hand, will continue implementing crime prevention activities, improving the level of coordination with the PNC, advocating for the creation of Crime Prevention Local Councils in selected areas, and facilitating debate with candidates regarding their crime prevention proposals.

3. Transparency/Anti-Corruption

"Strengthening Controlling Entities" implemented by Alianza por la Transparencia (Cámara de Comercio, CONSOC and Grupo Gestor de Quetzaltenango):

LLR 1.1.1.11 Election of officers and key authorities of controlling agencies (Órganos de Control) is handled in a transparent manner.

Activities to achieve this result were accomplished in 2002. What remains now is a documentation of the process. *Alianza por la Transparencia* (APT) and the *Coalición por la Transparencia* are currently producing this documentation that describes the experience and includes lessons learned and proposals for the next election. APT will disseminate the results upon completion of the document. USAID/CSP expects to develop a publication that will outline the lessons learned from the USAID/CSP-supported elections, as well as the elections supported by Proyecto INCIDENCIA and by the USAID/Human Rights and Reconciliation Program (USAID/HRRP). The systematic documentation of these experiences and lessons learned will serve as a first-rate source of information for future elections.

LLR 1.2.1.12 Selected controlling agencies (Órganos de Control) show progress in promoting transparency and fighting corruption.

APT will review its media, civic education and mobilization strategies and implement them. It will organize fora and workshops on the issue of transparency and the controlling agencies, and will focus on studying cases with national impact on transparency. Finally it will continue strengthening the existing coalition and will develop a work plan to provide for its sustainability.

LLR 1.2.1.13 A consolidated and stable body of civil society, private sector and the media monitors and strengthens the effective operation of the state controlling agencies.

APT is in the process of negotiating a work plan with the new National Comptroller and the new General Attorney. APT will conduct an assessment of the procedures to evaluate performance of comptrollers and *fiscales* to propose changes and monitor their performance and will disseminate the results of the assessment and its proposal. APT will promote the coordination between the *Fiscalía Anti-Corrupción* and the *Contraloría*, and will push for the compliance with a previously signed agreement between both institutions. It will also meet with presidential candidates to negotiate agendas to support the Controlling Agencies.

"Access to Information" implemented by Acción Ciudadana and the Observatorio Ciudadano:

LLR 1.2.1.14 Civil society organizations systematically monitor citizens' right to access public information.

The Citizen's Observatory (OC), with the support of five monitors, will access information in selected institutions as guided by its members. The OC will periodically present reports related to the monitoring.

LLR 1.2.1.15 Pilot programs are systematized and evaluated based upon the use of instruments developed to access public information.

AC will conduct three pilot cases in which instruments to access information will be employed. The cases will be related to Public Procurement, Public Expenditures, and Electoral Campaigns. The results of the pilot cases will be systematized and disseminated.

LLR 1.2.1.16 Legal proposal for access to information has been lobbied and negotiated.

Since the proposed Law to Access Information was approved during 2002, AC and the Citizen Observatory will continue activities to lobby and negotiate the new law. Also, AC will develop a civic education campaign to inform the citizens about the new law.

4. Congressional Strengthening

LLR 1.2.1.17 Successful practices and transparent procedures aimed at strengthening monitoring functions of Congress are in place.

Acción Ciudadana (AC) and the Mesas de Concertación (MC) will publish and disseminate the results of the assessment on Congress' current legislative procedures. The assessment will identify the current issues affecting Congress in relation to the legislation and monitoring functions. Also, AC/MC will make a public presentation of a new model of legislative practices and procedures. The model will include pilot experiences conducted in Guatemala City, Alta Verapaz and Chimaltenango and the methodology developed through civil society proposals as they were taken into account by congressional commissions. The new procedures and practices will be disseminated through the national media and materials will be produced to develop a civic education campaign around the experience.

LLR 1.2.1.18 A coordinated and sustainable body of civil society members that possesses institutionalized capabilities to strengthen Congress is operating.

The results of the assessment related to current legislative practices and the new model will be disseminated in the areas of project implementation.   The Alta Verapaz and Chimaltenango MCs will be responsible for coordinating the dissemination efforts.   Their organizations will transfer the information to their constituencies. A specialized document on Congress will be produced to develop the civic education campaigns. Finally, the coalition will design and implement actions to coordinate and look for the sustainability of the process to continue strengthening Congress, including obtaining new sources of funding.

LLR 1.2.1.19 Mechanisms to improve the selection of Congressional representatives by political parties are implemented.

The project will validate and present a basic candidate profile for district Congressional representatives among the media and civil society. Once validated, AC/MC will initiate lobbying and negotiation efforts with the political parties to promote the profile.   The coalition will be strengthened to mobilize its constituency around the mechanisms used by political parties to select the candidates. AC will motivate a pro-bono recruitment effort to support the MCs in relation to promoting the candidates' profile, and the collection of data related to the candidates in order to monitor the process. Finally, the coalition will promote a conscious vote campaign.

LLR 1.2.1.20 Acción Ciudadana is financially sustainable.

AC will implement a services/products marketing plan to develop new funding. It will initiate the operations of a for-profit firm (LEGIX S.A) to contribute to its institutional sustainability. (AC just completed its strategic planning retreat. USAID/CSP is awaiting final workshop results, therefore, the plans presented under this LLR are subject to change.)

B. Strategy to Achieve Results in 2003

USAID/CSP will continue focusing on providing support to CSOs to ensure achievement of their expected results. CAII understands that this is the Program's main challenge. CSOs are not accustomed to working to achieve specific results, nor do they have experience attaining them. CSOs focus more on complying with proposed activity goals more so than ensuring the impact such activities have on the achievement of expected results. USAID/CSP has minimized this potential risk by defining the LLRs, the indicators to measure results achievement, and by providing CSOs with the appropriate instruments to monitor their projects. USAID/CSP will continue to:

- **Monitor and Evaluate CSOs:** USAID/CSP will monitor all projects closely during 2003 and will continue to hold monthly monitoring and evaluation (M&E) meetings with

each coalition. CSOs will know, in advance, the meeting dates scheduled for the year and key personnel responsible for project implementation will continue to be expected to attend the monthly meetings. The meetings will allow USAID/CSP to monitor project progress as stated in the respective M&E plans. The monthly meetings are critical in identifying important aspects of project implementation that need to be addressed by CSOs and the USAID/CSP Technical Team in order to ensure the achievement of results. This relates to unexpected challenges or changes in the political environment that may force CSOs to revise their plans and strategies and identify obstacles. In addition, the monthly meetings will help to identify specific TA&T needs that need to be addressed to achieve CSOs' expected results.

- **Attend CSO Activities:** In addition to the monthly meeting, USAID/CSP will attend CSOs' activities as much as possible.
- **Provide Technical Assistance and Training (TA&T):** USAID/CSP will provide TA&T, as necessary, to strengthen the capacity of CSOs in achieving results. TA&T is expected to improve the chances of CSOs in achieving the expected results; the activities related to TA&T will be discussed below under Intermediate Sub-Result 1.2.2.
- **Conduct Supplemental Activities:** USAID/CSP will support the project implementation phase by implementing activities that aim to support the CSOs' successful achievement of expected results. USAID/CSP will provide leadership in promoting networking mechanisms among key stakeholders such as CSOs, donors, and government officials and the media to support coalitions' agendas. It will promote political analysis meetings with key stakeholders to build bridges and establish relationships between the CSOs and these key individuals.
- **Provide Quick Response Funds (QRFs):** QRFs are another mechanism used by USAID/CSP to support results achievement. USAID/CSP plans to authorize additional funding for projects through approximately six approval or results focus QRFs in 2003. All approved QRFs must be in line with the results expected by USAID/CSP. QRFs not meeting this requirement will not be approved, unless USAID/Guatemala and the USAID/CSP Technical Team consider their approval significant in strengthening democracy in Guatemala.

Along the lines of CSO support, USAID/CSP seeks to address the matter of effective project management. In the 2002 Action Plan, USAID/CSP stated that in 2003 it would present a request to maintain David Arias beyond December 2002 should it be necessary. USAID/CSP considers the presence of Mr. Arias for the duration of the Program as vital to the project's success. In addition to serving as the Media Specialist, Mr. Arias is also responsible for the Ethnic Discrimination and Congressional Monitoring projects. Neither the TA&T Coordinator nor the COP can effectively provide support to these projects with their current responsibilities for the Public Security and Transparency/Anti-Corruption projects, respectively. Therefore, USAID/CSP is proposing the presence of Mr. Arias until the end of the Program. The attached budget includes the data related to Mr. Arias' proposed salary.

III. ISR 1.2.2 Select CSOs' organizational and technical skills improved

During 2002 USAID/CSP provided TA&T through individual consultants, organizations such as the Corporación Latinoamericana para Desarrollo (CLD) and Gestión Solución Desarrollo (GSD) and the USAID/CSP staff. In 2003 TA&T will focus on improving the skills of partner CSOs to increase the likelihood of their achieving the expected results and as a way to strengthen CSOs and enhance their sustainability. TA&T will be the main mechanism used to achieve this Intermediate Sub-Result. While improving CSOs' organizational and technical skills, USAID/CSP will also contribute to achieving Intermediate Sub-Result 1.2.1.

LLR 1.2.2.1 Better understanding of coalitions' teams and selected CSO key personnel in relation to the projects' programmatic areas.

For almost every project, USAID/CSP has provided funding to invite international or local expertise. In some cases, the funding will already be included in the approved projects; in other cases, additional funding will be added. Depending upon the circumstances, the organizations will be responsible for arranging such TA&T and, at times, USAID/CSP will make the arrangements.

USAID/CSP is in the process of reviewing CSOs' weaknesses as stated in the programmatic tests taken by each key member of the coalitions. Based on the weaknesses noted, USAID/CSP will define the proper approach to improve the key members' qualifications before the next test is conducted. In some cases, CSOs will be asked to arrange for specific TA&T, in other cases, USAID/CSP will offer an international exchange or will provide the expertise locally.

International exchanges will be provided to contribute to the achievement of results under this LLR. As QRFs, international exchanges will be approved based on the demand for these opportunities and/or the need as identified by the coalitions, USAID/CSP or USAID/Guatemala. As opportunities for international exchanges arise, USAID/CSP will submit proposals to the Mission and will jointly agree on their funding. International exchange recipients will be asked to prepare a summary report of the activity and present it to USAID/CSP, USAID/Guatemala, and selected invitees at a brown bag lunch.

USAID/CSP will continue sponsoring **political analysis events**. These events are considered important to strengthening CSOs' capacities to analyze the political scenario and contribute to helping CSOs develop new partnerships and encourage coordination on issues of interest. These events also expand CSO interaction with important stakeholders in the government and/or private sector. USAID/CSP will sponsor five to six such events in 2003.

LLR 1.2.2.2 Increased technical capacity of coalitions' teams and selected CSOs' key personnel in critical areas for achieving project results.

USAID/CSP has observed that all the coalitions are still in need of strengthening their capacities on civic education, media, and mobilization. The coalitions' teams concurred with the need to

improve their knowledge on advocacy in general. Based on this validation, USAID/CSP will design workshops on these issues in order to strengthen the coalitions' existing strategies. The USAID/CSP Technical Team also noted that several members of the existing teams lack strong negotiation skills. USAID/CSP will hire a consulting firm to provide training on this matter. A general description of the training workshops follows:

- **Advocacy Workshop:** This two-day workshop will seek to refresh CSOs' understanding of advocacy, emphasizing the importance of political analysis, power mapping, lobbying, and negotiation. USAID/CSP staff, with the support of local consultants as necessary, will facilitate the workshop. Participants will be asked to submit advocacy strategies, power maps, and lobbying and negotiation strategies.
- **Civic Education and Mobilization Workshop:** This two- to three-day workshop will seek to expand the participants' views on building alliances and developing mobilization and civic education campaigns. The workshop will allow the coalitions to identify key actions, discuss previously defined strategies, clarify concepts, redefine alliances, and adjust strategies. USAID/CSP staff, with the support of external consultants, will be responsible for conducting this workshop. Participants will be asked to submit revised civic education and mobilization strategies at a later date.
- **Media Workshops:** Two two-day activities will be held on media strategies. The first one will focus on developing media campaigns, sharing media methodology and experiences. The second will focus on monitoring the impact of a campaign and defining lessons learned. Consultants will be hired to provide both activities with the support of USAID/CSP's media specialist. Participants will be asked to submit revised media strategies at a later date.
- **Media Reference Group:** USAID/CSP media specialist will continue meeting monthly with the media representatives of each coalition to monitor and adjust media strategies. The group will discuss issues such as "How to talk to the media," "Design and development of informative materials for radio use." The work of the reference group comes at no additional cost to USAID/CSP as meetings are held at the office and are conducted by the media specialist. The group will continue developing efforts to relate to the media through professional exchanges and will design a media manual. This last effort may require the support of an external consultant. USAID/CSP will continue monitoring media coverage related to the projects under implementation.
- **Negotiation Skills Training:** This training will focus on providing participants with the necessary tools to negotiate their proposals, interact with representatives of government institutions, project beneficiaries and the media. An organization or consultant specializing in negotiation techniques will be contracted to provide this training.

LLR 1.2.2.3 Increased management capacity of projects' coalitions teams and of select CSOs' key personnel in critical areas for achieving project results.

USAID/CSP staff will continue to provide TA in planning. CSOs will be asked to continuously update their operational plans, as needed. If required, USAID/CSP will provide follow up M&E training to the CSOs. USAID/CSP will ask GSD, if considered appropriate, to conduct an M&E

training workshop. USAID/CSP is very interested in building M&E capacity within the CSOs given the Program's results-oriented approach.

LLR 1.2.2.4 Strengthening of the administrative and financial capacity of the 6 CSOs responsible for the projects' financial implementation.

USAID/CSP will continue providing support on administrative and financial issues in order to improve presentation of documentation and to improve the capacity of the six CSOs responsible for the financial operations of the eight coalitions.

- **TA&T on USAID/CSP Administrative and Financial Procedures:** USAID/CSP F&A Coordinator will continue offering Administrative and financial procedures training through technical assistance sessions with each selected coalition. This TA&T aims to strengthen the coalitions' understanding of USAID/CSP procedures and to enhance the reporting mechanisms and transparency of the projects.
- **TA to Equip CSOs with an Integrated Administrative/Financial System:** USAID/CSP will contract the services of a professional specialized firm to provide TA to the six CSOs responsible for the financial operations of the eight coalitions. The TA will focus on integrating the following systems: accounting, budget development, budget control, acquisitions, inventory, per diem, and salaries.

IV.   ISR 1.2.3 Links among CSOs working at the national, departmental and local levels developed and consolidated

LLR 1.2.3.1 Project implementation is a result of national, departmental, and local linkages among participating CSOs.

The proposal evaluation process was critical in assessing the importance given to CSOs to discuss, coordinate and work together on key issues under each programmatic area at the national, departmental and local levels. USAID/CSP ensured that these aspects were addressed in each proposal. USAID/CSP has encouraged the development of extended alliances during project implementation.

Training and discussions on alliances will be included in the mobilization, civic education, media and negotiation skills workshops. USAID/CSP is monitoring the new alliances the CSOs are making through the coalitions' quarterly reports. No specific activities will be implemented under this LLR since efforts to achieve this LLR are included in each coalition project.

LLR 1.2.3.2 Project implementation considers the points of view and concerns of women's groups and indigenous organizations.

Efforts related to this LLR were addressed during the proposal development phase. Training was provided in 2002 to define three to four key aspects of each project in which the points of view and concerns of women's groups and indigenous organizations had to be considered. Once

the key aspects were defined, CSOs were asked to elaborate strategies to achieve this LLR. USAID/CSP is in the process of approving such strategies and, upon approval, it will monitor its implementation during 2003. In addition, some coalitions are inviting experts on the issues to guide their projects on how to implement such strategies.

During the third quarter of 2003, USAID/CSP will invite CSOs implementing the projects to discuss lessons learned and strategies developed regarding their gender and ethnic approaches. The lessons learned and feedback received will provide new input for refining actions pertaining to these issues for 2004.

V. Monitoring and Evaluation

USAID/CSP has contracted Gestión Solución Desarrollo (GSD) to conduct annual evaluations of the Program. GSD will monitor USAID/CSP's performance during the year, review indicators, target achievement and prepare a report with recommendations for USAID/CSP and USAID/Guatemala.

Twice a year, USAID/CSP will schedule a monitoring retreat to discuss the Program's implementation, CSO progress, lessons learned, and make adjustments to strategies.

VI. Reports

A. Financial Reports

Financial reports will continue to be submitted monthly to USAID/Guatemala.

B. Quarterly Reports

Quarterly performance reports will be submitted to USAID/Guatemala in January, April, July and October. The reports will provide information and analyses on all project activities implemented during the quarter. CSOs will be asked to submit quarterly performance reports to USAID/CSP in March, June, September and December so that the information presented is included in USAID/CSP's quarterly report submissions to the Mission.

C. The Monitoring and Evaluation Report

The target performance report for 2002-2003 and the revised targets for 2003-2004 will be submitted to USAID/Guatemala in October 2003.

VII.   The Budget